



Bibliography

- Adams, K. A., G. F. Goodwin, C.A. Searcy, D. G. Norris, and S. H. Oppler. *Development of a Performance Model of the Medical Education Process*. Technical report commissioned by the Association of American Medical Colleges. Washington, DC: American Institutes for Research, (2001).
- Alonso, A., D. P. Baker, A. Holtzman, R. Day, H. B. King, L. M. Toomey, and E. Salas. "Reducing Medical Error in the Military Health System: How can Team Training Help?" *Human Resources Management Review*. (In press).
- Arora, V., J. Johnson, G. Lovinger, H. J. Humphrey, D. O. Meltzer. "Communication Failures in Patient Sign-Out and Suggestions for Improvement: A Critical Incident Analysis." *Qual. Saf. Healthcare*, 14, 401-407. (2005).
- Baker, D.P, R. Day, E. Salas. "Teamwork as an Essential Component of High-Reliability Organizations". *Health Services Research*. 41:4p2, 1576-1598, (2006).
- Baker, D. P., E. Salas, H. King, J. Battles, P. Barach. "The Role of Teamwork in the Professional Education of Physicians: Current Status and Assessment Recommendations." *Joint Commission Journal on Quality and Patient Safety*, (April 2005), 31: 4, p. 185-202 (18).
- Baker, D. P., E. Salas, P. Barach, J. Battles, and H. King. "The Relation Between Teamwork and Patient Safety." *Handbook of Human Factors and Ergonomics in Healthcare and Patient Safety*. Lawrence Erlbaum Associates. July 2006.
- Baker, D. P., J. M. Beaubien, and A. K. Holtzman. *DoD Medical Team Training Programs: An Independent Case Study Analysis*. (Prepared by the American Institutes for Research under Contract No. 282-98-0029, Task Order No. 54) Rockville, MD: Agency for Healthcare Research and Quality, March 2006.
- Baker, D. P., S. Gustafson, J. M. Beaubien, E. Salas, and P. Barach. *Medical Team Training Programs in Health Care*. February 2005. AHRQ Publication No. 05-0021-4.
- Baker, D. P., S. Gustafson, J. M. Beaubien, and E. Salas. *Medical Teamwork and Patient Safety: The Evidence-based Relation*. April 2005. AHRQ Publication No. 05-0053.
- Beaubien, J. M. and D. P. Baker. "The Use of Simulation for Training Teamwork Skills in Health Care: How Low Can You Go?" *Quality and Safety In Healthcare*. Volume 13 Suppl 1. (October 2004).
- Cannon-Bowers, J. A., S. I. Tannenbaum, E. Salas, and C. E. Volpe. "Defining Competencies and Establishing Team Training Requirements." *Team Effectiveness and Decision-Making in Organizations*. Ed. R.A. Guzzo, E. Salas, and Associates: San Francisco: Jossey-Bass, p. 333, (1995).
- Chen, C. W. *Coaching Training*. Alexandria, VA: ASTD Press, (2004).
- DeChurch, L. A. and M. A. Marks. "Teams Leading Teams: Examining the Role of Leadership in Multi-Team Systems." *Journal of Applied Psychology* 89. (2003).



- Dickinson, T. L. and R. M. McIntyre. *A Conceptual Framework for Teamwork Measurement*. In: *Team Performance Assessment and Measurement*. Ed. M. T. Brannick, E. Salas, and C. Prince. Mahwah, NJ: Erlbaum, (1997) 19.
- DiMeglio, K., S. Lucas, C. Padula, et. al. "Group Cohesion and Nurse Satisfaction". *Journal of Nursing Administration*. Vol. 35:3 pgs. 110-120, (2005).
- Dunnington, G. L. and R. G. Williams. "Addressing the New Competencies for Residents' Surgical Training." *Academic Medicine*, 78: 14, (2003).
- Fleishman, E. A., M.D. Mumford, S. J. Zaccaro, K. Y. Levin, A. L. Korotkin, and M. B. Hein. "Taxonomic Efforts in the Description of Leader Behavior: A Synthesis and Functional Interpretation." *Leadership Quarterly*, 2: 245, (1991).
- Fullan, M. *Leading in a Culture of Change Personal Action Guide and Workbook*; San Francisco, CA: Jossey-Bass, (2004).
- Gaffney, F. A., S.W. Harden, R. Seddon. "Crew Resource Management: The Flight Plan for Lasting Change in Patient Safety". *HCPro*. (October 2005).
- Hammond, S. A and A. B. Mayfield. *The Thin Book of Naming Elephants*. Bend, OR: Thin Book Publishing, (2004).
- Haig, K.M., Sutton, S., and Whittington, J. SBAR: A Shared Mental Model for Improving Communication Between Clinicians. *Journal on Quality and Patient Safety*, Volume 32 Number 2 (March 2006).
- Harris, T. C. and J. L. Barnes-Farrell. "Components of Teamwork: Impact on Evaluations of Contributions to Work Team Effectiveness." *Journal of Applied Social Psychology* 27, 1694-1715. (1997).
- Healthcare Team Training LLC. *Healthcare Team Training: Supplemental Resources*. <http://www.healthcareteamtraining.com/resources.asp>. (2006).
- King, H. B., B. Kohsin, and M. Salisbury. *System-Wide Deployment of Medical Team Training: Lessons Learned in the Department of Defense*. *Advances in Patient Safety: From Research to Implementation*, AHRQ Publication #05-0021-CD, (April 2005).
- Kinlaw, D. *The ASTD Trainer's Sourcebook: Facilitation Skills*. New York: McGraw-Hill, (1996).
- Klein, G. and L. G. Pierce. "Adaptive Teams". *Proceedings of the 6th ICCRTS Collaboration in the Information Age Track 4: C2 Decision-Making and Cognitive Analysis*. (2001).
- Klimoski, R. and S. Mohammed. "Team Mental Model: Construct or Metaphor?" *Journal of Management*, 20: 403, (1994).
- Kotter, J. P. *Leading Change*. Boston: Harvard Business School Press, (1996).
- Kotter, J. P. and D. S. Cohen. *The Heart of Change: Real-Life Stories of How People Change Their Organizations*. Boston, Harvard Business School Press, (2002).
- Kotter, J. P. and H. Rathgeber. *Our Iceberg Is Melting: Change and Success Under Adverse Conditions*. New York: St. Martin's Press. (2006). See also: <http://ouricebergismelting.com/>



- Kozlowski, S. W., S. M. Gully, E. R. Nason, and E. M. Smith. "Developing Adaptive Teams: A Theory of Compilation and Performance Across Levels and Time". *The Changing Nature of Performance: Implications for Staffing, Motivation, and Development*. Ed. D. R. Ilgen, and E. D. Pulakos: San Francisco: Jossey-Bass, (1999) 240.
- Kozlowski, S. W. and B. S. Bell. "Work Groups and Teams in Organizations." *In Comprehensive Handbook of Psychology*. Ed. Borman, W. C., Ilgen, D. R., and Klimoski, R.: Vol. 12 Industrial and Organizational Psychology. New York, Wiley. (2003).
- Mann, S., R. Marcus, and B. Sachs. (Acknowledgements: J. Muri, P. Neilsen, S. Pratt, P. Greenberg, M. Salisbury, H. King, and D. Baker) "Lessons from the Cockpit: How Team Training Can Reduce Errors on L&D." *Contemporary OB/GYN*. January, 2006, pp. 34-45.
- Mann, S., S. Pratt, P. Gluck, P. Nielsen, D. Risser, P. Greenberg, et. al. "Assessing Quality in Obstetrical Care: Development of Standardized Measures". *Joint Commission Journal on Quality and Patient Safety*. 32:9 Sept. 2006, pp. 497-505(9), (2006).
- Marks, M. A., J. E. Mathieu, and S. J. Zaccaro. "A Temporally Based Framework and Taxonomy of Team Processes". *Academy of Management Review*, 26: 356, (2001).
- Mathieu, J. E., T. S. Heffner, G. F. Goodwin, and E. Salas. "The Influence of Shared Mental Models on Team Process and Performance." *Journal of Applied Psychology*, 85: 273, (2000).
- McGrath, J. E. "The Influence of Quasi-Therapeutic Relations on Adjustment and Effectiveness in Rifle Teams." *Journal of Abnormal and Social Psychology* 65, 365-375. (1962).
- McIntyre, R. M. and E. Salas. "Measuring and Managing for Team Performance: Emerging Principles from Complex Environments." *Team Effectiveness and Decision Making in Organizations*. Ed. R. A. Guzzo, E. Salas, and Associates: San Francisco: Jossey-Bass, (1995) 9.
- Mohammed, S. and B. C. Dumville. "Team Mental Models in a Team Knowledge Framework: Expanding Theory and Measurement Across Disciplinary Boundaries." *Journal of Organizational Behavior* 22, 89-106. (2001).
- Morey, J.C., R. Simon, G. D. Jay, and M. M. Rice. "A Transition From Aviation Crew Resource Management to Hospital Emergency Departments: The MedTeams Story." R. S. Jensen. *Proceedings of the 12th International Symposium on Aviation Psychology*, 1-7. 2003. Dayton, OH, Wright State University Press. (4-14-2003).
- Morey, J.C., Simon, R., Jay, G.D., Wears, R.L., Salisbury, M., Dukes, K.A., & Berns, S.D. "Error Reduction and Performance Improvement in the Emergency Department Through Formal Teamwork Training: Evaluation Results of the MedTeams project. *HSR: Health Services Research*, 37 (6), 1553-1581.
- Morgan, B. B., A. S. Glickman, E. A. Woodward, A. S. Blaiwes, and E. Salas. *Measurement of Team Behaviors in a Navy Environment*. Tech. Report No. NTSC TR-86-014. Orlando, FL: Naval Training Systems Center, (1986).
- Morgeson, F. P. *Leading as Event Management: Toward a New Conception of Team Leadership*. Poster session presented at meeting of the Society of Industrial and Organizational Psychology, St. Louis, MO. (1997).



- Nielsen, P. E., M. B. Goldman, S. Mann, D. E. Shapiro, R. G. Marcus, S. D. Pratt, P. Greenberg, P. McNamee, M. Salisbury, D. Birnbach, P. A. Gluck, M. D. Pearlman, H. King, D. N. Tornberg, and B. P. Sachs. "The Labor and Delivery Teamwork Intervention Trial." *Obstetrics & Gynecology*. (In press, 2006.)
- Pisano, G.P., R.M.J. Bohmer, A.C Edmondson. "Organizational Differences in Rates of Learning: Evidence from the Adoption of Minimally Invasive Cardiac Surgery". *Management Science*. 47:6 pgs 752-768. (2001).
- Porter, C. O. L. H., J. R. Hollenbeck, D. R. Ilgen, A. P. J. Ellis, B. J. West, and H. Moon. "Backup Behavior in Teams: The Role of Personality and Legitimacy of Need." *Journal of Applied Psychology*, 88: 391, (2003).
- Pronovost, P., S. Berenholtz, T. Dorman, et. al. "Improving Communication in the ICU Using Daily Goals". *Journal of Critical Care*, 18:2, pgs. 71-75, (2003).
- Roberts, K.H. "Managing high reliability organizations". *California Management Review*. 32:4 pp. 101-114. (1990).
- Russell, J. and L. Russell. *Leading Change Training*. Alexandria, VA: ASTD Press, (2004).
- Salas, E., D. Baker, H. King, and J. Battles. "Can the Science and Practice of Human Factors and Ergonomics Enhance Patient Safety? Opportunities and Challenges." *Human Factors and Ergonomics Society: Special Edition, Volume 48, No. 1, pp. 1-4. (Spring 2006)*.
- Salas, E., C. A. Bowers, and J. A. Cannon-Bowers. "Military Team Research: 10 Years of Progress." *Military Psychology*, 7: 55, (1995).
- Salas, E., C. S. Burke, and K. C. Stagl. "Developing Teams and Team Leaders: Strategies and Principles." *Leader Development for Transforming Organizations*. Ed. R.G. Demaree, S.J. Zaccaro, and S.M. Halpin: Mahwah, NJ: Lawrence Erlbaum Associates, Inc, (2004).
- Salas, E., T. L. Dickinson, S. A. Converse, and S. Tannenbaum. "Toward an Understanding of Team Performance and Training." *Teams: Their Training and Performance*. Ed. R.W. Swezey and E. Salas: Norwood, NJ: Ablex, (1992) 3.
- Salas, E., Wilson, K.A., Burke, S., and Wightman, D.C. Does Crew Resource Management Training Work? An Update, an Extension, and Some Critical Needs. Volume 48, No. 2, pp. 392-412, (Summer 2006).
- Salas, E., Wilson, K.A., Burke, C.S., Wightman, D.C., and Howse, W.R. A Checklist for Crew Resource Management Training. Human Factors and Ergonomics Society (2006).
- Sexton, J.B., "Teamwork Climate and Postoperative Sepsis in the Surgical Operating Room". *Association for Psychological Science Symposium*. New York, (27 May 2006).
- Shapiro, M., et. al. "Simulation based teamwork training for emergency department staff: Does it improve clinical team performance when added to an existing didactic teamwork curriculum?". *Quality & Safety in Healthcare* 13, 417,421. (2004).
- Simon, R., V. Langford, A. Locke, J. C. Morey, D. Risser, and M. Salisbury. *A Successful Transfer of Lessons Learned in Aviation Psychology and Flight Safety to Health Care: The MedTeams*



- System. Patient Safety Initiative 2000-Spotlighting Strategies, Sharing Solutions, 45-49. 2000. Chicago, National Patient Safety Foundation. (4 October 2000).
- Simon, R., J. C. Morey, M. M. Rice, L. Rogers, G. D. Jay, M. Salisbury, and R. Wears. "Reducing Errors in Emergency Medicine Through Team Performance: The MedTeams Project." *Enhancing Patient Safety and Reducing Errors in Health Care*. Ed. A. L. Scheffler and L. Zipperer. Chicago: National Patient Safety Foundation (1998) 142.
- Sims, D. E., E. Salas, and S. C. Burke. *Is There a 'Big Five' in Teamwork?* Chicago, IL. 19th annual meeting of the Society for Industrial and Organizational Psychology. Chicago, IL (2004) 4.
- Stout, R. J., J. A. Cannon-Bowers, and E. Salas. "The Role of Shared Mental Models in Developing Team Situational Awareness: Implications for Team Training." *Training Resource Journal*, 2: 85, (1996).
- Tjosvold, D. *Flight Crew Collaboration to Manage Safety Risks*. Group and Organization Studies 15, 177-191. (1990).
- Zaccaro, S. J., A. L. Rittman, and M. A. Marks. "Team Leadership." *Leadership Quarterly*, 12: 451, (2001).